

### RETIREMENT RATIONALE

The production of intelligence bearing on the national security for use at the highest levels of policy determination of the United States Government is a responsibility of the gravest note. The organization bearing this responsibility should be staffed with persons of the highest available intellect, integrity, technical skills, objectivity, perspicacity, and dynamism.

Information collection and related clandestine activities in particular are unique fields of vocational endeavor which can be effectively carried out only with employees having the spirit, stamina, motivation, dedication, and mobility that are characteristically found only in the relatively young person - age 30-50.

The product of the intelligence process - intelligence estimates and factual information - is of value only to the extent that users thereof are convinced that the information and estimates are the best obtainable at the moment of need. Since true value can only be measured, if at all, by the test of time, it is essential that the reputation of the Central Intelligence Agency with regard to the quality of its work and the excellence of its personnel be of the highest order.

Intelligence activities are characterized by continuous change - changes in requirements, techniques, methods, processes, and emphasis. There is accordingly a parallel requirement that intelligence personnel have a high degree of versatility, be broadly and continuously trained, and be amenable to sudden changes in the nature and location of their assignments. To the extent specialized abilities are required that are not available in the on-duty staff, there must always be room for the employment of personnel with the requisite skills. This requirement coupled with very real practical limitations on the size of the Agency necessitates the release of employees whose skills and experience are no longer required and who cannot be effectively retrained and redeployed.

The combination of these considerations dictates that the Agency have a highly effective program of personnel recruitment, training, motivation, and utilization. Above all, employment with the Agency must represent an attractive field of occupational endeavor - one in which persons of the highest qualifications will find career satisfaction.

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The CIA has learned that it cannot satisfy the conglomerate of these staffing considerations within the normal framework of federal personnel administration. The normal federal career span, from age 17 to age 65 or even 70, is excessive. For the CIA, it would result in the gradual accumulation of an excessive number of employees of limited usefulness and decreasing flexibility in assignability - with the prospect that these employees and all others would serve out the terminal phase of their careers for 10 to 15 years. The result would be intolerable impairment to the Agency ability to employ, assign, develop, and advance the very employees that are essential to the most effective staffing of current and future operations. In recognition of this fact, the Agency has taken two steps to limit the career span of its employees.

In 1965 the Agency obtained legislation permitting both optional and involuntary early retirement as early as age 50 for personnel whose careers were oriented to intelligence operations abroad. Retirement was made mandatory for such employees at age 60. Earlier in 1959 the Agency adopted the general policy that all employees would retire as soon as they were eligible for an unreduced annuity. At the time, this meant retirement at age 60 with 30 years of service or at age 62 with 5 or more years of service. Subsequent revision of the Civil Service Retirement Statute provides an unreduced annuity to all employees at age 60 with 20 years of service. The few employees who will have less than 20 years of service at age 60 are expected to retire by age 62.

In summary, these measures:

- a. Remove from service at least 10 years earlier those employees who have passed their most productive and useful periods of their career employment.
- b. Provides substantially more vacancies for the recruitment of essential new blood to meet current and prospective duty requirements.
- c. Maintains opportunities for the development of employees through job rotation and for the advancement of outstanding employees.
- d. Preserves the attractiveness of the Agency as a desirable vocational field for the recruitment and retention of the exceptionally well qualified.
- e. Enhances the prospects of the Agency to maintain and improve the excellence of its total employee body.

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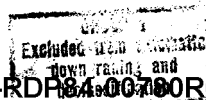
The production of intelligence for the national security is a highly specialized function. It is the acquisition of intelligence information from all possible sources and a preparation therefrom of timely reports and informed estimates for the policy officials of Government. The spectrum of reported information concerns that infinite variety of subjects and situations that may have a bearing on the welfare and the national security of the United States. The accomplishment of this mission requires the intelligence system to operate on a continuous basis and be specifically structured to respond to the critical pressures of time and crisis situations on a world-wide basis.

In serving this mission of collecting, processing and producing national intelligence the Agency's principal assets are the technical skills, intellectual discipline, vocational competence and the <sup>dedication</sup> selfless devotion of its personnel.

The quality of the intelligence product is characterized by the maturity, <sup>(older becomes wiser)</sup> discretion and expert judgment of these employees whose competence is enhanced by specialized training and experience gained through years of professional intelligence activities.

To maintain this level of competence through the professionalism of personnel, the Agency directs a recruitment and selection program whereby we seek to replenish our personnel staff with individuals of the highest qualifications permissible in the competitive manpower world of today. Additional to the

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high intellectual standards we seek individuals with imagination, flexibility, stamina and judgment who through appropriate training and career development provide the continuous infusion of new energies, skills and prevailing knowledge of the state of art of the technical and intellectual disciplines. The demanding and dynamic nature of the Agency's world-wide intelligence program requires our fullest utilization of these employee skills during their most productive years. At the same time Agency personnel anticipate and expect that their competence and aspirations will be rewarded by promotion and advancement to positions and activities of greater responsibility and authority. To accomplish these dual objectives Agency management must require that those employees who cannot continue to cope with the demanding requirements <sup>①</sup> and who have passed their most productive years <sup>②</sup> should make room for the more productive personnel with new skills and greater energies. It is only through a program of timely retirement and replacement that the objectives and mission of the Agency can be achieved.

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No  
indication  
of CIA  
SP-12  
ST-12

Attrition  
replacement  
is made  
at 60%

In 1959 it was decided that normal attrition through resignation, death and the rate of retirement was not adequate to meet these replacement objectives. A policy was established that employees would retire when first entitled to an unreduced annuity. That policy has evolved through subsequent changes in the law to retirement at age 60 with 20 years of creditable service for those employees under the Civil Service Retirement System. In a further effort

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to achieve these objectives the Agency in 1964 proposed and there was established the CIA Retirement System whereby those employees engaged in the demanding and specialized field of overseas intelligence operations and support thereto would retire at age 60. Therefore, the Agency is operating under two retirement systems, one devised to meet the retirement program of Government as a whole and the other devised to meet the Agency's special needs in the field of overseas intelligence operations. Additionally a major consideration is the fact that the total Agency personnel population comprises individuals possessing most every known skill and occupying positions from that of a clerical vocational non-professional nature all the way through the professional management, substantive and technical positions. While there are differences among the employee occupations as to the demands and stresses of service in intelligence, it is the Agency's considered judgment that by age 60 most employees have passed the peak of their productive years and energies. It is recognized that a few individual employees in certain types of service may continue their peak of service productivity for a limited period beyond age 60, however, these will be few in number and must be determined on an individual basis. Therefore, it is Agency policy that employees under both the Civil Service Retirement System and the CIA Retirement System will retire at age 60. It is further provided that a limited number of extensions in service will be approved when the productivity of the individual and the need of the Agency are properly demonstrated.

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